TABLE OF CONTENTS

PROLOGUE—A LEGACY FOR FUTURE EMPLOYEES The Downsizing Dilemma, 1 A Question of Values, 2 Muddling toward the Millennium, 4 Looking beyond the Numbers, 5 The Rightsinian.

Millennium, 4 Looking beyond the Numbers, 5 The Rightsizing Remedy—Building a New Employment Relationship, 6 An Alcrt to Human Resource Managers and a Warning to Readers, 14

CHAPTER 1 REMEMBERING THE PAST—PIONEERS, PATERNALISTS, AND PARACHUTES

FRONTIER AMERICA, 16 America—A New Beginning in Employment Law, 16 The Noble Individual—Self-Reliant and Mobile, 16 The Emergence of the Doctrine of Employment-at-Will, 17 The Dawn of the Industrial Era, 18 Reform to Welfare: The Beginning of the End, 20

WELFARE AMERICA, 21 The Age of Institutions, 21 The Institutional Individual—Committed and Dependent, 22 A Growing Welfare Web, 22 A Nation of At-Will Employees, 23

RESTRUCTURED AMERICA, 24 The Gathering Storm, 24 Learning that Small Is Beautiful, 26 The Smokeless Smokestack, 27 The Outsourcing Outbreak, 28 Life in the New "Fortune 100," 29 Baby Boomers and Musical Chairs, 30 The Exorcism Bandwagon, 31 Winners and Losers, 32 A New Epidemic, 34

CHAPTER 2 FORSAKING THE PRESENT—OLD SOLUTIONS FOR INSOLUBLE PROBLEMS

36

15

THE MISGUIDED SEARCH FOR VILLAINS, 37 World War II Revisited, 37 Wall Street Blues, 38 Corporate "Rip Van Winkles," 39 Attacking the Messenger, 40

PIONEERING THE LAST AMERICAN FRONTIER, 41 Poor Mr. Comerford, 41 At-Will Exceptions, 41 California, Here I Come, 44 A Legal Nightmare, 45

A CASE OF CORPORATE SCHIZOPHRENIA, 46 The Warning Is on the Label, 46 The Rush to Halfway Houses, 47 Comforting the Survivors, 49 When Lightning Strikes Twice, 50

A CRASH COURSE IN BECOMING AIRBORNE, 50 Midlife Surprises, 50 Network Overload, 51 Free Agents in a Closed Shop, 52 The New Radical, 53

CHAPTER 3	VISIONING THE FUTURE-	-NEW	WORKPLACE
TRENDS AND	OPPORTUNITIES		

56

A SPROUTING SPIRITUALISM, 57 Beyond the "Is God Dead?" Era, 57 The Power of Ethics, 58 The Born-Again Institution, 59

THE GLOBAL GLUE, 60 The Transnational Corporation, 60 Expatriates, Host Country, and Third Country Nationals, 61 Blurring of National Employment Laws, 62

THE FICKLE FUTURE, 63 The Obsolescence of Tomorrow, 63 Routinized Restructuring, 64 The Dynamic Job Description, 65

THE QUALITY QUEST, 66 The Search for Snow White, 66 Following the Call, 68 The Oath of Allegiance, 69

THE DOWNSIZED DEMOGRAPHICS, 70 Boomers, Busters, and Boomets, 70 The Sunset of Social Security, 71 Selecting Successive Careers, 72

THE HIGH-TECH HOUSEHOLD, 74 The Illiterate Ph.D., 74 Rezoned Residences, 75 Picking Parallel Positions, 77

THE PROFESSIONALIZATION PUSH, 78 Societies of Professionals, 78 Lateral Welfare Webs, 79 Functional Representation, 80

THE GRASS-ROOTS GRIP, 81 The Stakes for States, 81 "Carrots" and "Sticks," 82 Geographic Representation, 84

THE INFORMATION IMPLOSION, 85 Feeding the Mushrooms, 85 Knowledge Worker Unrest, 86 The Corporate Sunshine Law, 87

THE CONSTITUTIONALIZED COMPANY, 88 Corporate Citizenship, 88 The "Bill" of Rights, 90 The Autonomous Employee, 91

CHAPTER 4 EMPOWERING THE AUTONOMOUS EMPLOYEE—A TIME OF CHOICES

93

LONG-TERM VERSUS SHORT-TERM EMPLOYMENT, 94 In the Long Run We Are All Dead! 94 Fifty Ways to Leave Your Lover, 95 One Small Step for Man, 96 Knowing When to Stay, 97 Knowing When to Leave, 98 EXPRESSED VERSUS IMPLIED BARGAINS, 100 Good Fences and Bad Neighbors, 100 The Downside of Institutional Memory, 101 The Upside of Truth-in-Advertising, 102 Good Faith and "Fear" Dealing, 103 The People's Court, 104

BIG VERSUS SMALL EMPLOYERS, 105 Does Employer Size Really Matter? 105 When Is Big "Too Big"? 107 When Is Small "Too Small"? 108 Motherships and Satellites, 109 The "Networked" Organization, 111

EMPLOYER VERSUS PROFESSION, 112 Why Do You "Cut Stones"? 112 The "Occupational Core," 114 The Shaky Staff Branches, 115 Before the Bough Breaks, 117 People Make All the Difference, 118

FULL-TIME VERSUS PART-TIME EMPLOYMENT, 119 What "Time" Is 117
119 Part-Time Employees or Employers, 121 Who Owns the Rest of Me? 123
The Disappearance of Leisure Time, 124 After All, It Is About "Time"! 126

CHAPTER 5 HUMAN BEINGS AT WORK—A VOYAGE BACK TO THE FUTURE	128
COMING ON BOARD, 132 Rightsizing Avoids Downsizing, 132 No Management Points, 133 Hiring At-Will, 136 Qualified versus Quar Candidates, 139 The Marginal Marketplace, 141	egative ntified
GOING TO WORK, 143 What's My Line? 143 How Now, Brown C The Position Proposal, 147 Defining Teamwork, 149 Ranks and Ra	Tow! 145 tes, 151
GETTING REWARDED, 155 Managing, Not Measuring, Performa Win-Win Performance Appraising, 158 Gain and Loss Sharing, 160 "Bottom-Up" Bonus, 163 The "Trickle Down" Thank You, 165	nce, 155
MOVING THROUGH, 166 The Corporation Corps, 166 Grooming Generalists, 169 The "Slow-Track" Career, 171 Promotion and "Sid 173 Outplacers as "Intrackers," 175	g of lemotion,"
PREPARING TO LEAVE, 178 Humane "Up and Out" Systems, 17 Benefits, 180 "Fast-Track" Retirement Plans, 181 The 10-Year Care The Emeritus Employee, 185	8 Flexible eer, 183
CHAPTER 6 FOLLOWING THE RIGHTSIZING REMEDY—AN	407
INTEGRATED HUMAN RESOURCE MANAGEMENT APPROACH	187
STEP 1. INTERNALIZE YOUR ENVIRONMENT, 189 Start with Piece of Paper, 189 Think Holistically, 192 Invent the Future, 193 New Bottom Lines, 195 Quantify the Unquantifiable, 196	Construct
STEP 2. EXTERNALIZE YOUR CULTURE, 198 Get Rid of You 198 Tell the Emperor to Dress Up His Act! 200 Practice Managem Neglect, 202 Become the Perfect Audience, 204 "Customerize" You Ethics, 206	ent-by-
STEP 3. UPSIZE YOUR PEOPLE, 208 Go for the "A" Word, 208 and Make Them A's, 209 Remember What "F" Stands For, 212 Pe Three R's," 215 Give Your Employees a "C," 217	Hire B's rfect "The
STEP 4. DOWNSIZE YOUR SYSTEMS, 219 Uncouple the Train, Couple Performance, 221 Reevaluate Position Evaluation Plans, 23 the Benefits, 227 Kill All the Lawyers? 230	, 219 25 Refringe
STEP 5. FLEXSIZE YOUR STRUCTURE, 234 Find the Invisible Organization, 234 Get Rid of the "Numskull Factor," 236 Throw Oscripts, 237 Get into the Right Channels, 240 Nurture a Network and Eves, 242	Jul All the
EPILOGUE—A TRIBUTE TO PRESENT EMPLOYEES	244
Honoring the Dignity of Workers, 244 Looking behind the Mask, the Individual Triumphant, 246	245 Making
NOTES	. 24
INDEX	26: